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March 19, 1962

MEMORANDUM FOR: INR/CS - Mr. William McAfee

SUBJECT: Mission Berlin OM of March 1, 1962, subject: ADMINISTRATION:
Consolidation of Publications Procurement and Berlin Documents
Center Positions

Mr. Steven Zagoraki and I have discussed the subject OM. This paper is in response to Mr. Zagoraki's request that I comment on the individual points made in the OM, and on the proposition presented. My views are as follows, using the numbering sequence employed in the OM:

Points 1 - 3.

Mr. Cleveland minimizes, at length, the duties of the Director of the Berlin Documents Center, but his case is not entirely convincing. Dr. Beddie, a Foreign Service Officer Grade 3 since 1955, and a specialist in political history and archives, apparently was assigned to the Directorship in June 1959. It seems most unlikely that a man with his background and rank would be assigned to a sinecure. Indeed, some of the details of operation cited by Mr. Cleveland indicate that the position is not that. For example, clearing the information reports prepared by the local clerks is cited as requiring only 30 - 60 minutes per day. If Mr. Beddie signs or initials 5,000 - 6,000 reports monthly in 30 - 60 minutes per day, he is approving them at a rate of about eight to ten seconds each, certainly not time enough to permit any considerable review. Mr. Cleveland does not indicate that any other American reviews these reports. Is it possible that the Center issues official reports prepared by German locals with no more review than that indicated by the statistics? Further, Mr. Cleveland describes Dr. Beddie's supervisory responsibility as "predominantly nominal." Yet it is clear that the maintenance and supervision of a staff of 50 to 60 persons demand a substantial expenditure of time merely for the basic matters of equipment, supplies, leave, pay, promotion and replacement, not to mention the personnel relations problems which are inevitable in a group of this size. With respect to the "ancillary functions" of the position, it appears that these are the duties which principally justify the assignment of a political historian and

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archivist to the Directorship. I do not believe that Miss Holomany would consider herself well qualified to perform such duties, or to direct the suggested progressive return of the documents collection to the Federal German Government.

Point 4.

The PO position has been a full-time assignment since its establishment in 1945. The importance of this position certainly has not diminished in recent years, and its difficulties have increased. Mr. Cleveland appears to regard the drop in procurement of East German monographic publications from 2,200 in July 1961 to 900 in January 1962 as an indication of reduced workload. This interpretation is erroneous. The 2,200 per month figure indicates the volume of useful material available. The fact that only 900 pieces could be obtained in January 1962 means that a great deal of valuable information has been lost, despite the best efforts of the PO. If this reduction has been suffered under Mrs. Zawadzki, who is uniquely qualified by more than 15 years of experience, it is clear that an inexperienced PO new to Berlin will have very rough sledding indeed. It should be noted that the great bulk of the procurement done by PO, Berlin is for agencies other than the Department of State - CIA, NSA, AMS, IC, DAL, NLM, USIA, etc. The Department's obligation to these agencies cannot possibly be met by a part-time PO. FP is greatly concerned by the possibility that the PO's access to East Berlin may be cut off entirely. In that event, she would be faced immediately with the problem of developing substitute sources. Mrs. Zawadzki and FP have already done some exploration of other possible sources, but if East Berlin were cut off, she would have to pursue these inquiries immediately and in person by visits to Bonn, Munich, Prague, Vienna, Bern and other posts. To imagine that the presently difficult and potentially more difficult situation can be met by a part-time PO is entirely unrealistic.

Point 5.

With respect to the PO, I agree. Though I hesitate to comment on the position of Director, it does appear that qualifications similar to those of Dr. Beddie are desirable. The outside observer is almost forced to the view that if such qualifications are not necessary, Dr. Beddie's knowledge and ability have been largely wasted in this position during the past several years.

Point 6.

Of course, one competent officer could direct both the Document Center and the PO work, but I disagree completely with the implication that a position could be saved by putting both positions under one head. The PO job is a full-time position for the reasons cited above and for others which follow; for proper

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performance, it requires a good deal of travel, and there is a fair prospect that the travel requirement will be increased. That one person could perform the travel, supervise the two staffs, receive and advise visiting scholars, maintain contact with German and foreign officials, consult political officers of the Mission, and carry out the other individual or personal duties of both positions is out of the question.

Point 7.

Mr. Cleveland's position here is no more tenable than in Point 6. He proposes not only a reduction from two persons to one, but at the same time a reduction in competence, as indicated by the proposal that an experienced FSO-5 and a competent FSS-5 with unique experience should be replaced by one FSO-5 or 6 new to both positions. To be sure, he does stress the need for a "properly qualified officer," but there is little or no prospect that such a person could be found at FSO-5 or 6, even if the workload and travel requirements of the two positions were such as to permit their fulfillment by one person.

Point 8.

FP perceives no objection to having the PO job assigned to the Political Section, so long as it is left a full-time position. It is a minor matter, but in point of fact the RPO, Paris is not in the Political Section, despite the evidence of the Foreign Service List. She is under the jurisdiction of the Executive Officer of the Embassy. At Moscow, the two PO positions are under the supervision of the Cultural Affairs Officer.

Point 9.

Again, I must disagree with Mr. Cleveland. The regional responsibilities of RPO, Berlin are not dependent upon the personal abilities of the present incumbent, but instead are an integral part of the position, as stated in 4 FSM 943.5. The regional responsibility, and specifically the regional travel, are important elements in the position. This function requires regular visits to posts in Scandinavia, Finland, Poland, Austria, and Switzerland.

For the reasons given above, and for others which can be detailed if necessary, I urge that INR advise EUR to the effect that the proposed consolidation of positions is considered totally impracticable and unacceptable. The principal end-user agencies concur in the view of INR/CS/FP on this matter. Though I trust that further argument and documentation will not be required, these agencies are prepared to submit individual papers supporting the FP position, if necessary.

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Tentative dates pertinent to Miss Holomany's assignment are as follows:
March 26 - Miss Holomany reports to FP for indoctrination; April 15 - Miss Holomany departs for Berlin; May 31 - Mrs. Zawadzki leaves Berlin. We consider it very important that Miss Holomany's training time in FP and her overlap with Mrs. Zawadzki should not be reduced. I understand that Personnel has declined to take any action toward Miss Holomany's assignment and travel orders until the matter of the Berlin position has been resolved. Therefore, I urge that Mr. Cleveland's recommendation be disapproved immediately, and that the processing of Miss Holomany's assignment and travel orders be expedited without delay.

ALFRED C. MALBOEUF
Chief, INR/CS/FP